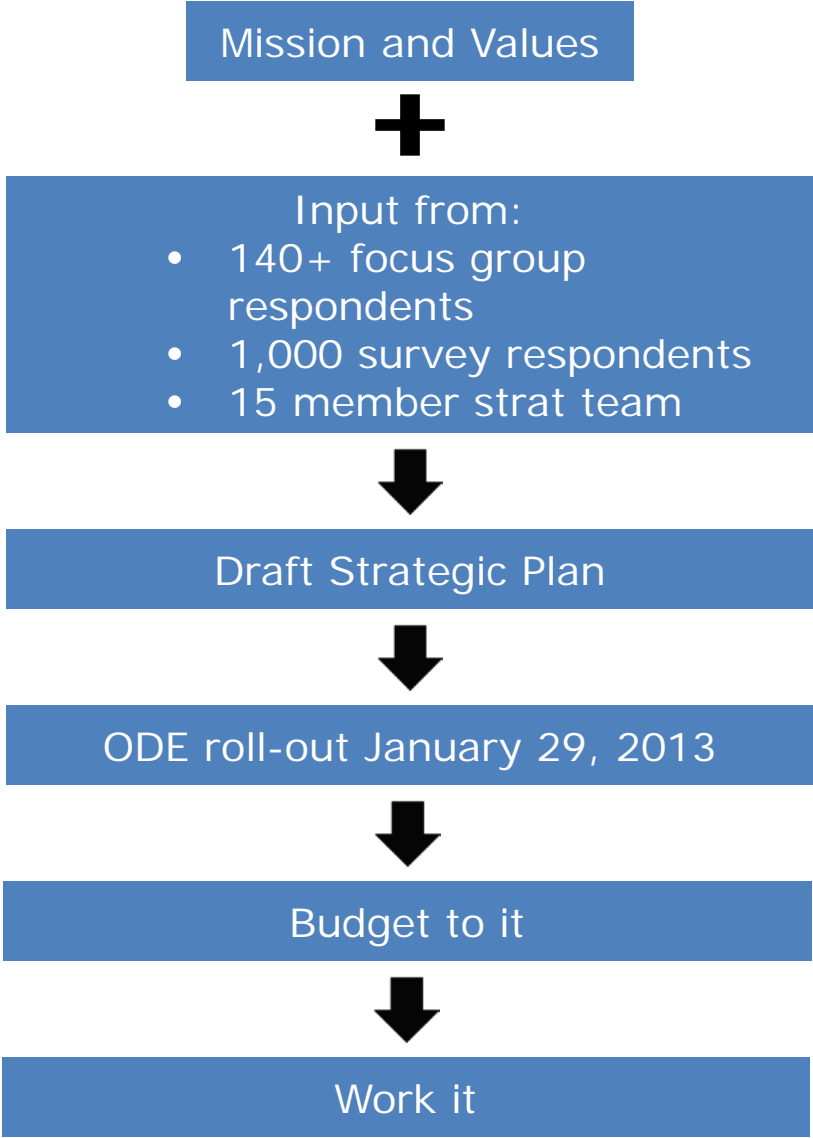
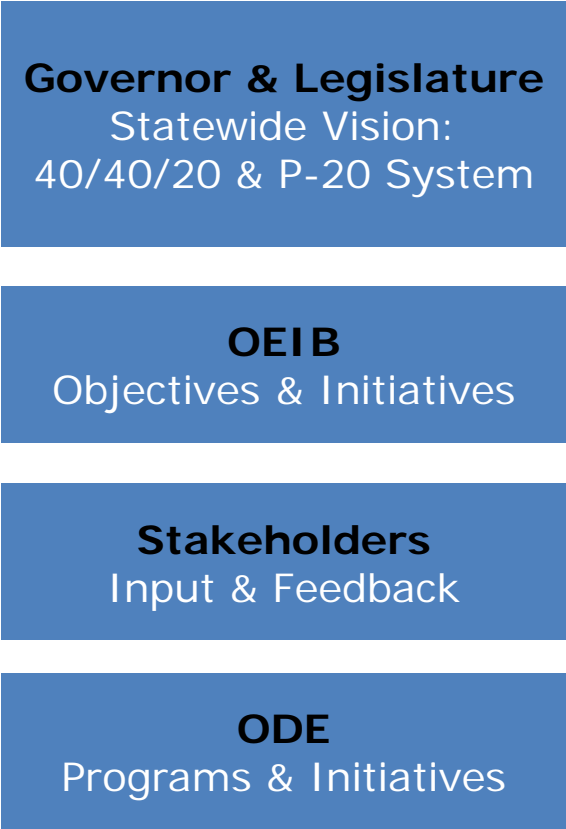




Oregon Department of Education
Strategic Plan Summary
2013-2015

Overview of strategic planning process



40/40/20 and P-20 Education System

As set forth by the Governor and Legislature of the state of Oregon, by 2025, 40 percent of young adults have earned a bachelor's degree or higher; 40 percent of young adults have earned an associate's degree or postsecondary credential; and 20 percent of adult Oregonians have earned at least a high school diploma.

ODE Mission

The Oregon Department of Education fosters excellence for every learner through innovation, collaboration, leadership, and service to our education partners.

ODE Values

**Equity for Every Student
High Quality Education
Results Focused
Service
Leadership
Teamwork
People Are Our Greatest Asset**

ODE Value Statements

Equity for Every Student

We strive to eliminate Oregon's achievement gap. We expect every student will meet or exceed high standards and fulfill his or her potential in an adaptive environment of respect and skilled instruction.

High Quality Education

We support our education partners in delivering high quality curriculum and instruction, while fostering a love of learning and attending to the needs and wellness of the whole child. We accomplish this by promoting excellent teaching, effective leadership, and continuous improvement at all levels of the system.

Results Focused

We act with urgency and focus on equitable results because our work is important and the stakes are high. Our state and the public have entrusted us to be the stewards of our public resources for education, to be the definitive source of data about a school's performance, and to intervene on behalf of Oregon's students when improvement is needed.

ODE Value Statements

Service

We know that excellent service to Oregon's districts, schools, parents, youth, and communities is central to our work. We commit to timely, accurate, efficient, and reliable service.

Leadership

We lead by example and hold ourselves and our work to the highest standard. We champion our schools, safeguard our education system, promote best practice, and act as responsible stewards of our resources.

Teamwork

We work as a team, across units, to build strong relationships based on trust and seek positive impact in all of our interactions.

People Are Our Greatest Asset

We know diversity adds strength to our workforce. We seek to attract, develop, and retain the best talent in our organization. We cultivate and celebrate employees who exceed expectations, deliver results, demonstrate a can-do attitude, and foster collaboration.

ODE Goals

Learners

Every student graduates from high school and is ready for college, career, and civic life.

Educators

Every P-12 organization is led by an effective administrator, and every student is taught by an effective teacher.

Schools & Districts

Increase performance for all schools and districts in order to create systems of excellence across the state.

Communities

ODE meaningfully engages parents, stakeholders, and the larger community to help make Oregon's schools the best in the country.

ODE

Make ODE the best place to work.

Summary of ODE Goals and Objectives

Goal 1 – Learners: Every student graduates from high school and is ready for college, career, and civic life.

By 2015, ODE will execute the following objectives:

1. Integrate early learning programs across the relevant state agencies so every student enters kindergarten ready to learn.

Strategies:

- Coordinate early childhood programs around the state and at ODE to improve services for early learners.
- Implement kindergarten readiness assessment.
- Help districts implement all-day, every-day kindergarten.

2. Implement statewide literacy programs so all students read by third grade.

Strategies:

- Increase intervention and supports for districts by implementing OR Reads (i.e. 1 of 4 of OEIB's strategic investments).
- Create and disseminate best practice toolkit (building off of K-12 Literacy Framework and make sure it aligns to Common Core).

Summary of ODE Goals and Objectives

Goal 1 – Learners: Every student graduates from high school and is ready for college, career, and civic life.

By 2015, ODE will execute the following objectives:

3. Design and implement an integrated and comprehensive system to ensure every student graduates ready for college, career, and civic life.

Strategies:

- Develop and empower a lead team at ODE to own statewide analysis and strategies to improve Oregon’s graduation rates.
- Implement OEIB’s strategic investments on Ready for the World of Work and Creating a College Going Culture.
- Expand and integrate initiatives/programs to ensure HS students are on track to graduate and college and career ready.

4. Align and develop statewide capacity to identify, disseminate, and help districts implement effective practices in order to close achievement gaps for ELL students and other historically underserved students.

Strategies:

- Develop capacity at ODE to work with districts to implement best practice for ELL’s and Native American students.
- Develop and implement ELPA21 assessment that is based on new ELP standards that correspond to the Common Core State Standards in ELA and Math.
- Develop and implement a more cohesive strategy to help all districts implement best practices in intervention strategies for historically underserved students.

Summary of ODE Goals and Objectives

Goal 2 – Educators: Every P-12 organization is led by an effective administrator, and every student is taught by an effective teacher.

By 2015, ODE will execute the following objectives:

1. Help all districts implement the new educator evaluation system across the state for all educators, and start to connect evaluation results to meaningful professional development.

Strategies:

- Evaluation system in place for teachers and administrators.
- Develop and implement plan to expand the number of new educators served by the OR mentorship program.
- Tie professional development to evaluations .
- Align state and federal HQT requirements and simplify process.

2. Launch regional centers focused on developing exceptional educators and implementing effective practices.

Strategies:

- Develop a set of recommendations around funding strategies for Centers.
- Develop plan and work with the legislature to pass legislation for Centers (OEIB's 4th strategic investment).
- Get Centers off the ground.

Summary of ODE Goals and Objectives

Goal 2 – Educators: Every P-12 organization is led by an effective administrator, and every student is taught by an effective teacher.

By 2015, ODE will execute the following objectives:

3. Close the educator equity gap to ensure equitable distribution of the most effective educators in high poverty schools, bi-lingual educators where needed, and educator diversity reflects the student population of school.

Strategies:

- Provide districts with useful reports on educator equity gaps.
- Assist districts in developing and implementing evidence-based plans for addressing equity gaps.
- Capture and disseminate promising practices for reducing educator equity gaps.
- Explore opportunities to extend the reach of the best educators through newly forming Centers.

4. Work with OEIB and TSPC to improve the preparation, licensure, retention, and effectiveness of new educators.

Strategies:

- Work with TSPC and OEIB to align the state's licensure and induction system to align with the state's educator effectiveness system.
- Work with TSPC and OEIB to develop and begin to use metrics to report on educator prep program effectiveness.
- Partner with the Dept. of Post-Secondary Education and other designated agencies in the authorization and reauthorization of educator preparation programs to better prepare teachers, leaders, and other licensed school personnel.

Summary of ODE Goals and Objectives

Goal 3 – Schools & Districts: Increase performance for all schools and districts in order to create systems of excellence across the state.

By 2015, ODE will execute the following objectives:

1. Systematically help districts implement Common Core, Next Generation Standards, and new statewide assessments.

Strategies:

- Develop plan and help districts implement Common Core.
- Help develop Next Gen Science and Social Studies Standards.
- Implement SMARTER Balanced and ELPA21 and provide training.

2. Identify and improve Oregon's chronically underperforming schools.

Strategies:

- Develop ODE's staff's expertise on Oregon's schools' performance.
- Successfully work with focus and priority schools so they move out of their designated status.
- Develop new statewide capacity to intervene in chronically underperforming schools (not those identified in the Waiver).

Summary of ODE Goals and Objectives

Goal 3 – Schools & Districts: Increase performance for all schools and districts in order to create systems of excellence across the state.

By 2015, ODE will execute the following objectives:

3. Measure, analyze, and report out Oregon's progress to 40/40/20.

Strategies:

- Develop user-friendly way for Districts to fill out achievement compacts.
- On an annual basis report out on Oregon's progress to 40/40/20 and work with OEIB to analyze where and why we are on track or not on track and develop plan accordingly.
- Implement statewide Longitudinal Data System.

4. Ensure districts provide healthy and safe learning environments for students.

Strategies:

- Insert the Child Nutrition Program's high level strategies.
- Insert safe schools' high level strategies.
- Insert pupil transportation's high level strategies.

Summary of ODE Goals and Objectives

Goal 3 – Schools & Districts: Increase performance for all schools and districts in order to create systems of excellence across the state.

By 2015, ODE will execute the following objectives:

5. *Conduct all federal compliance and on-site monitoring visits in a positive and respectful way that leads to improved outcomes for students.*

Strategies:

- Develop customer service norms and train staff on them.
- Ensure all staff who do compliance and monitoring see how their work is connected to the larger goal of increasing student achievement.
- Develop feedback loop to ensure program improvement occurs following monitoring visits.

Summary of ODE Goals and Objectives

Goal 4 – Communities: ODE meaningfully engages parents, stakeholders, and the larger community to help make Oregon’s schools the best in the country.

By 2015, ODE will execute the following objectives:

1. Prioritize building and maintaining partnerships with historically underserved communities.

Strategies:

- Ensure ODE’s advisory groups are necessary, and if they are, make them more diverse.
- Expand the number of partnerships we have with non-profits that do work with communities of color, and ensure there is a strategic process for working with those non-profits.

2. Provide clear and timely information to customers and stakeholders.

Strategies:

- Develop Next Generation School & District report card.
- Improve ODE’s website.
- Improve the quality of all ODE convenings (meetings, trainings, & presentations) for the field.
- Update, improve, and disseminate ODE’s Yellow Pages 2.0.
- Create and execute agency-wide plan to improve timeliness, availability of information, and expertise (as evaluated by annual Customer Service survey).

Summary of ODE Goals and Objectives

Goal 4 – Communities: ODE meaningfully engages parents, stakeholders, and the larger community to help make Oregon’s schools the best in the country.

By 2015, ODE will execute the following objectives:

3. Proactively inform and engage the legislature.

Strategies:

- Management Team continues to build key relationships with legislators.
- Develop and share expert opinions with the legislature (in partnership with Governor’s office and OEIB).

4. Proactively and strategically work with relevant state agencies to deliver services to students’ and families’ overall well-being, so schools can attend to students’ educational needs.

Strategies:

- Identify areas of overlap with DHS, OHA, and OYA, then make a plan to partner in order deliver services in a more integrated way.

Summary of ODE Goals and Objectives

Goal 5 – ODE: Make ODE the best place to work.

By 2015, ODE will execute the following objectives:

1. Attract, retain, and develop top talent to ODE.

Strategies:

- Align recruitment, hiring, orientation, and evaluation materials/system to Mission and Values and Strategic Plan.
- Implement leadership training for all managers.
- Prioritize and conduct annual all-staff evaluations that are connected to ODE's mission, values, and strategic plan and lead to professional development opportunities for staff.
- Increase time ODE staff spend learning from the field and from other states.

2. Reorganize ODE in order to ensure integration and collaboration across all offices.

Strategies:

- Reorganize ODE's office so they align with new goals and objectives.
- Conduct bi-annual all-staff meetings.
- Ensure all cross-office meetings are helping to meaningfully de-silo ODE.

Summary of ODE Goals and Objectives

Goal 5 – ODE: Make ODE the best place to work.

By 2015, ODE will execute the following objectives:

3. Deliver excellent internal customer service, and improve communication and efficiency within ODE.

- Strategies:**
- Evaluate operational policies and procedures to identify opportunities for improvement and efficiencies (travel, reimbursements, procurements, IS) and implement changes.
 - Centralize back-office finance & HR functions, and basic office procedures.

4. Increase diversity of ODE’s workforce.

- Strategies:**
- Form a lead team to read and assess progress to date in achieving goals outlined in ODE’s affirmative action report.
 - Evaluate ODE’s hiring process (from recruitment to offer to retention) to identify barriers to increasing diversity of workforce.
 - Implement recommendations from internal evaluation and report.

6 month metrics for Goal 1 – Learners: Every student graduates from high school and is ready for college, career, and civic life.

Objectives

1. Integrate early learning programs across the relevant state agencies so every student enters kindergarten ready to learn.
2. Implement statewide literacy programs so all students read by third grade.
3. Design and implement an integrated and comprehensive system to ensure every student graduates ready for college, career, and civic life.
4. Align and develop statewide capacity to identify, disseminate, and help districts implement effective practices in order to close achievement gaps for ELL students and other historically underserved students .

Draft Metrics (June 2013)

- Legislation passed to move ELC & childcare division into ODE. New division is an integral part of decision-making and meeting structure.
 - Districts are required to deliver kindergarten readiness assessment (KRA).
 - 100% of OR kindergartners have taken KRA (18 months).
- RFP's are out for OR Reads.
 - Participating districts have been identified (12 months)
- Action taken to expand the authority for assigning college level credit for students.
- Assistant superintendent and team are in place and leading work on gap closures.
 - ELL best practice conference takes place in Spring '13.

30 month metrics for Goal 1 – Learners: Every student graduates from high school and is ready for college, career, and civic life.

Objectives

1. Integrate early learning programs across the relevant state agencies so every student enters kindergarten ready to learn.
2. Implement statewide literacy programs so all students read by third grade.
3. Design and implement an integrated and comprehensive system to ensure every student graduates ready for college, career, and civic life.
4. Align and develop statewide capacity to identify, disseminate, and help districts implement effective practices in order to close achievement gaps for ELL students and other historically underserved students .

Draft Metrics (June 2015)

- Number of children ready to enter kindergarten increases 20%.
- Number of 3rd graders reading at grade level increases 15% and the achievement gap decreases 5%.
- Number of ELL students reading at grade level by 5th grade increases 75%.
- Number of students who demonstrate proficiency in math and science in Middle School increases 15% and achievement gap decreases 5%.
- At least 50% of students who graduate HS earn 9 or more college credits and the achievement gap decreases by 5%.
- At least 75% of students will be on track for graduation by the end of 9th grade with no gaps greater than 10%.
- Five-year cohort graduation rate increases 5 percentage points and achievement gap decreases 5%.

6 month metrics for Goal 2 – Educators: Every P-12 organization is led by an effective administrator, and every student is taught by an effective teacher

Objectives

1. Help all districts implement the new educator evaluation system across the state for all educators, and start to connect evaluation results to meaningful professional development.
2. Launch regional centers focused on developing exceptional educators and implementing effective practices.
3. Close the educator equity gap to ensure equitable distribution of the most effective educators in high poverty schools, bi-lingual educators where needed, and educator diversity reflects the student population of school.
4. Work with OEIB and TSPC to improve the preparation, licensure, retention, and effectiveness of new educators.

Draft Metrics (June 2013)

- All districts were supported by ODE and submitted educator evaluation assurance plans by July 1st.
- Legislation passed to create regional centers.
 - RFP's are out for planning grants (August '13).
- ODE releases useful data to districts on their educator equity gap (i.e. does educator diversity reflect school's student population?).

30 month metrics for Goal 2 – Educators: Every P-12 organization is led by an effective administrator, and every student is taught by an effective teacher

Objectives

1. Help all districts implement the new educator evaluation system across the state for all educators, and start to connect evaluation results to meaningful professional development.
2. Launch regional centers focused on developing exceptional educators and implementing effective practices.
3. Close the educator equity gap to ensure equitable distribution of the most effective educators in high poverty schools, bi-lingual educators where needed, and educator diversity reflects the student population of school.
4. Work with OEIB and TSPC to improve the preparation, licensure, retention, and effectiveness of new educators.

Draft Metrics (June 2015)

- 100% of teachers and principals are evaluated with the new evaluation system and at least 30% more educators report increased satisfaction in professional support.
- Number of education professionals (P-12) projected to enter OR's education workforce within 2 years are non-white, Hispanic, or whose native language is not English increases 10%.
- Levels of employer satisfaction with new teachers prepared in OR increases 30%.

6 month metrics for Goal 3 – Schools & Districts: Increase performance for all schools and districts in order to create systems of excellence across the state.

Objectives

1. Systematically help districts implement Common Core, Next Generation standards, and new statewide assessments.
2. Identify and improve Oregon's chronically underperforming schools.
3. Measure, analyze, and report out Oregon's progress to 40/40/20.
4. Ensure districts provide healthy and safe learning environments for students.
5. Conduct all federal compliance and on-site monitoring visits in a positive and respectful way that leads to improved outcomes for students.

Draft Metrics (June 2013)

- E-fund proposal in place to legislature to discuss funding for new statewide assessment.
- Identify districts in need of support with implementing Common Core, and are poised to begin delivery of that support.
- New OR report card is designed and all schools will receive and understand their new rating.
- Pre-populated interface is in place for filling out Achievement Compacts.
- Train staff who do federal compliance on new customer service training and create survey to use in the field after compliance/monitoring visits.

30 month metrics for Goal 3 – Schools & Districts: Increase performance for all schools and districts in order to create systems of excellence across the state.

Objectives

1. Systematically help districts implement Common Core, Next Generation standards, and new statewide assessments.
2. Identify and improve Oregon's chronically underperforming schools.
3. Measure, analyze, and report out Oregon's progress to 40/40/20.
4. Ensure districts provide healthy and safe learning environments for students.
5. Conduct all federal compliance and on-site monitoring visits in a positive and respectful way that leads to improved outcomes for students.

Draft Metrics (June 2015)

- 100% of districts have robustly implemented Common Core.
- At least 75% of Priority and Focus schools will achieve growth for all students and for all subgroups greater than the state average.
- Facilitate an achievement compact development and reporting structure that 100% of the time measures and determines OR's progress to 40/40/20.
- Oregon's school and teen wellness survey results indicate _____ and _____, respectively.
- Survey results show that 100% of monitoring visits are respectful and positive and 90% of the time lead to improved outcomes for students.

6 month metrics for Goal 4 – Communities: ODE meaningfully engages parents, stakeholders, and the larger community to help make Oregon’s schools the best in the country.

Objectives

1. Prioritize building and maintaining partnerships with historically underserved communities.
2. Provide clear and timely information to customers and stakeholders.
3. Proactively inform and engage the legislature.
4. Proactively and strategically work with relevant state agencies to deliver services to students’ and families’ overall well-being, so schools can attend to students’ educational needs.

- ### Draft Metrics (June 2013)
- Meaningfully reach out to 15 community organizations that work directly with underserved communities.
 - Redesign ODE’s homepage.
 - OR school report card is redesigned after thorough community engagement process.
 - Improved engagement and relationships with legislative education leadership.
 - Launch and are in beginning of stages of implementing a strategic project with DHS and OHA.

30 month metrics for Goal 4 – Communities: ODE meaningfully engages parents, stakeholders, and the larger community to help make Oregon’s schools the best in the country.

Objectives

1. Prioritize building and maintaining partnerships with historically underserved communities.
2. Provide clear and timely information to customers and stakeholders.
3. Proactively inform and engage the legislature.
4. Proactively and strategically work with relevant state agencies to deliver services to students’ and families’ overall well-being, so schools can attend to students’ educational needs.

Draft Metrics (June 2015)

- ELL team in place at ODE.
- At least 80% of educators, students, and families surveyed report accountability system as useful.
- At least 85% of stakeholders feel ‘adequately informed.’
- At least 90% of stakeholders report having adequate opportunities to provide input.

6 month metrics for Goal 5 – ODE: Make ODE the best place to work.

Objectives

1. Attract, retain, and develop top talent to ODE.
2. Reorganize ODE in order to ensure integration and collaboration across all offices.
3. Deliver excellent internal customer service, and improve communication and efficiency within ODE.
4. Increase diversity of ODE's workforce.

Draft Metrics (June 2013)

- All ODE staff are working in new cross-office teams.
- ODE reorganization is complete (August 2013).
- Increase # of qualified applicants for each open positions by __.
- New evaluation system aligns to strategic plan and is in place for all staff.

Draft Metrics (January 2014)

- ODE's workforce matches the demographics of Oregon.

30 month metrics for Goal 5 – ODE: Make ODE the best place to work.

Objectives

1. Attract, retain, and develop top talent to ODE.
2. Reorganize ODE in order to ensure integration and collaboration across all offices.
3. Deliver excellent internal customer service, and improve communication and efficiency within ODE.
4. Increase diversity of ODE's workforce.

Draft Metrics (June 2015)

- 90% of staff are still at ODE by June '15.
- 85% of staff report participating in professional development that is meaningful, valuable, and high quality.